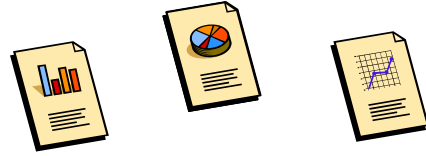


Recent Research on Retention

Committed to Excellence through Supervision
University of Iowa School of Social Work
National Resource Center for Family Centered Practice

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2003 GAO Study



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The Turnover Problem...

- 30%-40% of child welfare workers leave each year
- Avg caseworker tenure: < 2 yrs.
- Often, most effective caseworkers are promoted (fast-tracked).

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Causes of Turnover

- low pay
- risk violence
- staff shortages
- high caseloads
- admin burdens
- inadequate training
- inadequate supervision

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Most officials indicated that...

"...supervisory support either motivated caseworkers to stay despite the stress and frustration of the job or that the lack of supervisory support was a critical factor in their decision to leave."

Source: 2003 GAO Report, p. 16

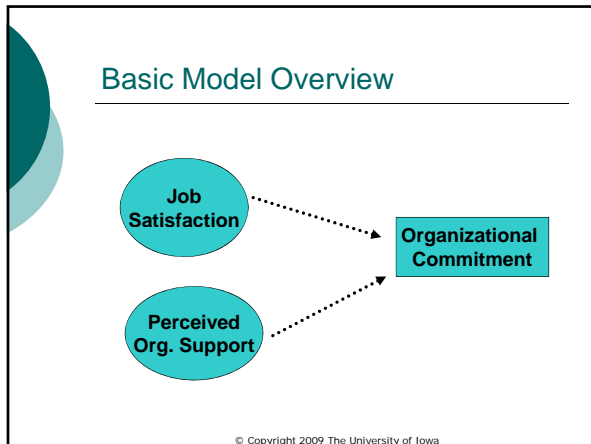
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2008 Landsman study of...

Organizational commitment:

the relative strength of the individuals' identification with and involvement in the employing organization (Mowday et al., 1982).

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- ### Factors That Affect the 2 Paths:
- | <u>Job Satisfaction</u> | <u>Perceived Org. Support</u> |
|---|--|
| <ul style="list-style-type: none"> • Supervisor support • Job safety • Role ambiguity • Distributive justice • Service orientation | <ul style="list-style-type: none"> • Supervisor support • Communication • Workload • Promotional opportunities |
- Source: Landsman, 2008, p. 23-24.
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Importance of Supervisory Support!

The degree to which employees feel supported by their direct supervisor affects both their emotional satisfaction with the job and also contributes to the appraisal of how the organization values them and cares about them. Thus supervision plays a significant role in nurturing organizational commitment.

Strengthening opportunities for supervisor training and mentoring may be among the most important strategies that public child welfare agencies can use to ultimately improve the likelihood of staff retention.

Source: Landsman, 2008, p. 23-24.

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- ### Service Orientation
- A desire to positively impact the lives of others, help others to feel better, and assist others in reaching their potential.
 - Anticipation of personal growth, self-fulfillment, and personal happiness through helping others.
- Source: Adapted from Loseke et. al., 1986
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- ### Importance of Service Orientation!
- "unique and strong explanatory power over...commitment to the organization"
 - "finding ways to nurture this quality will likely strengthen the desired outcome of commitment"
- Source: Landsman, 2008, p. 23
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Measuring Service Orientation

Dr. Landsman's study (2008) used the following criteria:

1. By serving as a social worker, I am making a difference in people's lives.
2. As a social worker, I am able to provide help to people who need my assistance.
3. I believe that my work as a social worker is important to society.

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ACTIVITY

Service Orientation

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Additional Research

Computer Programmer Survey

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JOB FACTORS	Employee	Boss
Full appreciation of work done	1	8
Feeling of being in on things	2	10
Sympathetic help on personal probs.	3	9
Job security	4	2
Good wages	5	1
Interesting work	6	5
Promotional growth	7	3
Loyalty to employees	8	6
Good working conditions	9	4
Tactful disciplining	10	7

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The Ball is in Your Court!

"Managers, in general, vastly underestimate their potential for directly influencing the behavior of subordinates" (p. 319).

Source: Whetten & Cameron, *Developing Management Skills*, 2005

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Gallup Organization Study

- 3 decades of research
- 1,000,000 employees
- Across industries (including govt. workers)
- Factors related to a "strong workplace"

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Summary of 12 Core Elements:

- Clear expectations
- Materials/equip.
- Opportunity to use unique skills
- Recent recognition & praise
- A caring supervisor or co-worker
- Encouragement by supervisor
- Opinions count
- Org. mission
- Co-workers committed to quality
- Best friend at work
- Progress evals
- Continuous learning opportunities

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Impacting Retention & Performance

- know what is expected of me
- have the resources to do my work right
- have received recognition or praise for good work in past week
- have opportunity to do what I do best
- my supervisor (or someone at work) seems to care about me as a person

Source: Buckingham & Coffman, *First, Break All the Rules*, 1999

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Wanted: Great Managers...

"Our research yielded many discoveries, but the most powerful was this: talented employees need great managers" (p. 12)

"We discovered that the manager—not pay, benefits, perks or a charismatic [organizational leader—was the critical player in building a strong workplace. The manager was the key" (p. 32).

Source: Buckingham & Coffman, *First, Break All the Rules*, 1999

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Longevity & Productivity

"The talented employee may join [an organization for many reasons]...but how long that employee stays and how productive he/she is while there is determined by the relationship with the immediate supervisor" (p. 12).

Source: Buckingham & Coffman, *First, Break All the Rules*, 1999

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